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FM 100-1

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WASHINGTON IN THE SERVICE OF HIS COUNTRY

Following the victory at Yorktown in 1781, the Continental Army moved into quarters at Newburgh, New York, to wait for peace with Great Britain. After months of waiting, many officers became disaffected. They were angry because the weak government under the Articles of Confederation proved unwilling to supply the Army properly or even to pay the men.

Some officers began to suggest that the Army should compel Congress to meet its demands. In May 1782, one discontented colonel even suggested that Washington should restore order by making himself King George I. Washington rebuked him: "Be assured, Sir, no occurrence in the course of the war has given me more painful sensations than your information of...such ideas existing in the Army... I am much at a loss to conceive what part of my conduct could have given encouragement to an address which to me seems big with the greatest mischiefs that can befall my country."

This was Washington's greatest moment. Had he succumbed to the temptation to seize power, he would have destroyed all for which the Revolutionary War had been fought. In acting as he did, he established firmly the subordination of the country's armed forces to those precepts of democracy which would later be enunciated in the Constitution. His action and words likewise demonstrated the model of selfless service which is so essential to the credibility of a professional military force. Had he done nothing else, this single act would have been sufficient to establish Washington as the Father of his country.

S/S by June 1994

*FM 100-1

Headquarters
Department of the Army
Washington, DC, 10 December 1991

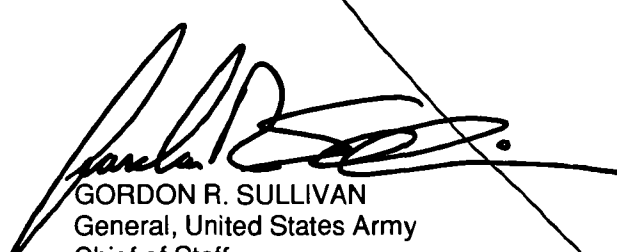
THE ARMY

Foreword

America's Army exists to protect and defend the Constitution of the United States. We do that by deterring war and, when deterrence fails, by achieving quick, decisive victory on the battlefield—anywhere in the world and under virtually any conditions. That means that the Total Army—Active, Guard, Reserve, and Department of the Army Civilians—must work together to maintain trained and ready forces capable of responding to a wide range of crises. The Army's value to the nation lies in its uncompromising adherence to that fundamental purpose and is manifest in its leadership and in its ability to anticipate change and adapt quickly and professionally. This field manual describes the enduring roles and overarching capabilities of our Army and focuses on its strategic role in our changing world.

Our contribution toward maintaining our nation's peace and freedom is based on the quality of our soldiers, our leadership skills and the warfighting competence necessary to accomplish any mission across the continuum of military operations. That competence can only come from rigorous training to realistic standards and from progressive and continuous study of all aspects of tactics, operational art, and strategy—both historical and contemporary. It demands that we apply the principles of war and approved doctrine in our decision processes and that we understand both the positive application of military power and its evident limitations.

The Army's principal function will continue to be protection of our nation and deterring threats to its interests. The Army fulfills its role by participating in an integrated national security strategy of which the military is one component. This can take many forms ranging from security assistance, nation-assistance and relief of pressing transnational issues, to military operations during hostilities short of war or war. The Army carries out this basic responsibility in concert with our sister services and military forces of our allies. Should the nation commit us to the use of force, as it has twice in the last two years, the Army will fight as part of a joint or combined team as in Operations JUST CAUSE and DESERT SHIELD/STORM. This manual emphasizes the spirit of joint and combined warfare.



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General, United States Army
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This publication supersedes FM 100-1, 29 August 1986.

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Preface

This document expresses the Army's fundamental role in helping to secure U.S. national policy objectives. It is the Army's capstone document for describing the broad roles and missions which, in concert with sister Services and allies, are the essential underpinnings for national security.

The basic doctrine that guides the U.S. Army in combat is set forth in *Field Manual 100-5, Operations*. Doctrine for joint operations, as established by the Joint Chiefs of Staff (JCS) for all U.S. Armed Forces, can be found in *Joint Pub 1, Joint Warfare of the US Armed Forces*, *Joint Pub 0-1, Basic National Defense Doctrine*, *Joint Pub 0-2, Unified Action Armed Forces (UNAAF)*, and other joint keystone publications.

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Chapter 1

THE ARMY OF THE NATION

The Constitutional and Legal Basis

The American political system is rooted in the explicit recognition that all legitimate authority derives from the people. We acknowledge that each person has inalienable rights and is equal under the law. Our appreciation for the worth of the individual affects all public institutions in America, including the armed forces. In every important aspect, the United States Army reflects the democratic nature of our social and political structure—both directly, in the Army's purpose and legal basis, and indirectly, in the professional ethic that commits its members to serving the public good.

In the preamble to the Constitution of the United States, the nation's founders set forth the purposes of the Federal Union:

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

The legal basis and framework for a military establishment charged to "provide for the common defense" are set forth in subsequent sections of the Constitution.

The framers of the Constitution established the principle of civilian control over the armed forces of the United States. They specified that Congress alone would have the power to raise and support armies and to declare war, and make rules concerning captures on land and water. The Constitution further provides that the President, as the nation's Chief Executive, be the Commander in Chief of the armed forces of the United States. This authority, coupled with treaty-making authority, appointive power—including the appointment of federal officers of the armed forces—and requirements to "take care that the laws be faithfully executed" are the principal constitutional bases for Presidential direction of national security affairs. Thus, the responsibility for providing the nation's defense through the armed forces of the United States is constitutionally shared by the civilian officials in the legislative and executive branches of the Federal Government.

While the Constitution recognizes the need for armed forces to protect the nation, it does not establish a system or define how the nation is to be protected. As a result, the national defense structure has taken many forms throughout our nation's history. The National Security Act of 1947, as amended, established the current structure for national defense.

This statute was enacted by Congress in recognition of the need for unity and coordination among the armed services. The act established the National Security Council, the Central Intelligence Agency, the Department of Defense (DOD), and the Organization of the Joint Chiefs of Staff (JCS). It established the position of Secretary of Defense,

who is the principal assistant to the President in all matters relating to DOD, and provided for the Departments of the Army, the Navy (which includes the Marine Corps), and the Air Force under the direction, authority, and control of the Secretary of Defense.

In enacting this and the amending legislation, it is also the intent of Congress to:

- Provide a legal framework for the establishment of integrated policies and procedures for the departments, agencies, and functions of the government relating to the national security.
- Provide that each military department be separately organized under its own Secretary.
- Provide for the establishment of unified and specified combatant commands, and a clear and direct line of command to such commands from the President and the Secretary of Defense, as well as for the unified strategic direction of the combatant forces, for their operation under unified command, and for their integration into an efficient joint team of land, sea, and air forces.
- Eliminate unnecessary duplication and provide more effective, efficient, economical administration of the Department of Defense.
- Establish the primary authority of the Chairman, Joint Chiefs of Staff in the decision-making process, and place responsibility on the Commanders in Chief (CINCs) for contingency planning and operations.

The National Security Act, as amended, is also the source from which the broad functions of DOD are derived. As presently set forth in *DOD Directive 5100.1, Functions of the Department of Defense and its Major Components*, dated 25 Sep-

tember 1987, DOD maintains and employs armed forces to:

- Support and defend the Constitution of the United States against all enemies, foreign and domestic.
- Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest.
- Uphold and advance the national policies and interests of the United States.
- Safeguard the internal security of the United States.

The National Purpose and National Power

The Constitution and the Declaration of Independence set forth these components of the national purpose:

- National independence.
- Preservation and expansion of human freedoms.
- Individual dignity and equality under the law.
- Human rights to life, liberty, and the pursuit of happiness.

From these components of the national purpose we derive national goals—the specific expressions of national purpose which provide the rationale for national security policies. The following basic goals have remained essentially unchanged since the late 1940s:

- To preserve the independence, institutions, and territorial integrity of the United States.
- To preserve U.S. and allied vital interests abroad; and
- To help shape a world in which freedom and democracy can flourish—an international community in which states coexist without the use of force and in which citizens are free to choose their own governments.

National power, the aggregate capacity of a state to safeguard and advance its national interests, achieve its goals, and influence the behavior of other states, has political, economic, and military elements. The implementation of a national security strategy involves these elements. Specific tasks supporting any national security strategy are accomplished through application of selected combinations of these elements of national power. The principal function of the military element of national power is to deter war and threats to national interests.

Military forces may be employed to promote and protect national interests across the full range of relationships among nations. These relationships range from peacetime activities to provide humanitarian and nation-assistance to fundamental clashes over ideologies and national objectives. The majority of these conflicts are resolved peacefully through arbitration, negotiation, or compromise based on the judicious application of the elements of national power. In those situations which affect vital U.S. interests, the National Command Authorities (defined as the President and the Secretary of Defense), may give first consideration to the employment of military power. Thus, the United States must prepare for the use of military power across the entire continuum of military operations, from humanitarian assistance or shows of force, through confrontations short of war, to a range of wartime conventional or even nuclear operations.

National Security Objectives

Our basic national security objective is to preserve the United States as a free nation with our fundamental institutions and values intact. Our national security objectives provide the essential, enduring elements from which we derive specific military goals that the Army has a vital role in achieving. The Army, in concert with the other services and our allies, must be prepared to support the national security objectives of:

- Deterring any aggression against the United States, its citizens, interests or allies, and to defeat such aggression if deterrence fails.
- Establishing and maintaining a balance between nuclear and conventional capabilities, including chemical, while fostering responsible arms reductions and arms control measures.
- Stemming the flow of illegal drugs into the United States.
- Protecting free access and movement to markets worldwide.
- Maintaining stable regional military balances and aiding allies and friends in combatting threats from aggression, insurgencies, international terrorism and traffic in illegal drugs.

The world must know that the United States has the forces and will to counter any form of aggression. This is the essence of deterrence, and it applies across the entire continuum.

National Security and Military Strategy Formulation

The President is responsible for development of national security strategy. The National Security Council assists the President in determining U.S. security interests and assessing the objectives, commitments, and risks relative to our military, economic, and political power. The National Security Council integrates the contributions of all agencies of the government to form a coherent national security strategy.

The Chairman, Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the CINCs, prepares the National Military Strategy and provides advice to the President, the Secretary of Defense, and the National Security Council. This advice contains recommendations on the national military strategy and the force structures required to implement it. The Chairman directs the combatant commanders to develop theater strategies as well as war and contingency plans based on approved guidance.

The Army, in supporting the combatant commands and in fulfilling its functions under *DoD Directive 5100.1*, organizes, trains and equips Army forces for the conduct of prompt and sustained combat operations on land and, in conjunction with the other Military Services, for joint amphibious, airborne and space operations. It also provides forces for the occupation of territories abroad and, as a collateral function, trains forces for interdiction of enemy sea and air power and communications through operations on or from land. Through realistic joint and combined planning and training exercises, the Army refines its doctrine and hones its skills to ensure its forces are ready to meet any contingency.

Land, Maritime, and Aerospace Forces

To achieve national security objectives, our military forces must be able to deter or defeat enemy forces. Land, maritime, and aerospace forces produce these effects through visible readiness or through unified or joint action in the context of a national military strategy. Each Service contributes according to its characteristics and the principal medium in which it operates. The actual conduct of unified and joint operations, in synchronization with use of nonmilitary elements of power or the evident ability to do so, contributes to achieving the national military objectives.

The wartime objectives of land forces are to defeat the enemy's forces, to seize, occupy and defend land area, and assist in destroying the enemy's will to resist. Our enemies must know that when the shooting stops, they will still face an American soldier with a weapon in his hand.

The wartime objectives of maritime forces are to gain and maintain control of vital sea areas and to protect sea lines of communication from surface, subsurface, and air threats. The ground element of the maritime force, the Marine Corps, seizes or defends advanced naval bases and conducts land operations essential to naval operations.

The wartime objectives of aerospace forces are to gain and maintain control of the aerospace and to project combat power promptly wherever needed. These actions include deterring, neutralizing, or destroying the enemy's forces, his command and control mechanisms, and his capacity to wage war.

There are many roles for military forces in situations short of war. These include military support operations and major campaigns which may be required in support of national security, but which do not warrant a declaration of war.

Unified, Specified, Joint, and Combined Commands

The National Command Authorities give overall strategic direction to our combatant commands through the Chairman, Joint Chiefs of Staff, while the military departments prepare and provide forces for these commands. In unified commands, elements of two or more Services are placed under a single commander having combatant command over the forces (land, maritime and aerospace) assigned to him. Service forces may be organized into subordinate joint commands. Specified commands have a broad continuing mission and are normally composed of forces from primarily one Service. Within these unified and specified organizations, each military department (Army, Navy, and Air Force) retains responsibility for administration and logistical support of its assigned forces under the directive authority of the CINC.

Forces assigned to support alliance structures are said to conduct combined operations. Com-

bined operations are conducted by forces of two or more allied nations acting together to attain the same objective. U.S. forces participating in combined operations are subject to command arrangements and authorities established in international agreements.

The Army will rarely fight alone. Either as a result of alliance or coalitions, or the Unified Command Plan, the Army will both train and fight with its Sister Services and allies under the command of either a U.S. unified or an allied combatant commander. The other Services also perform unified and joint operations as a matter of course. The high probability that whenever the Army is committed it will operate in concert or alliance with the forces of foreign nations is fully reflected in emerging joint doctrine. In such combined operations the U.S. Army must be sensitive to the probable sharp differences in equipment capabilities, training, combat style, and personalities of foreign forces. Combined operations require exercise of greater tact and flexibility and closer coordination and liaison than any other type of operations.

Chapter 2

THE ARMY ROLES IN THE CONTINUUM OF MILITARY OPERATIONS

Introduction

We live in a world in which nations are increasingly interconnected by commerce and communication. It is a world in which military as well as economic power is widely distributed and in which the United States must continue to expect some nations or groups to manifest deep hostility to our goals and way of life. We have seen attempts to employ economic elements of power as well as military force against us. We will face the threat of or actual use of force at some time in the future just as we have in the past.

Since hostilities are certain to arise, the Army must be able and ready to force their termination without destruction of our society or loss of vital interests. Our Army will not be wasted if it is never actually called upon to fight; it will be wasted if it is unable to do so.

While fighting wars is the fundamental purpose of an Army, we have peacetime missions in support of national goals as well. The demands of combat and peace give rise to three functions of an Army—the prevention, control and termination of conflict or war. These functions are described within the context of what we call the continuum of military operations.

The Continuum of Military Operations

To facilitate command control and coordination, theaters have been established which cover the world. Each theater is commanded by a CINC who is responsible to the President through the Secretary of Defense. The strategic environments within each theater present a variety of conditions and a range of threats. The continuum of military operations is used to address the range of activities by armed forces. The continuum encompasses a range of conditions and operations in three general states: peacetime engagement, hostilities short of war and war. Peacetime engagement is predominantly a nonhostile state characterized by the benign use of military forces. Hostilities short of war and war are hostile states in which the use of military force predominates. The Army has important responsibilities in and operates across the continuum as described below. It performs the roles described at the strategic, operational, and tactical levels.

The Army's Role in Peacetime Engagement

The Army's role in peacetime engagement is widely varied, requiring special sensitivity and often interagency coordination. There are specific programs such as foreign assistance, security assis-

tance, nation assistance, search and rescue, humanitarian assistance, nuclear weapon recovery, civil affairs, and noncombatant evacuation operations which are designed to either promote stability or lessen the opportunity for situations to become hostile. Two more directly stabilizing missions are peacekeeping operations, such as those supporting the United Nations, and shows of force, actions which lie on the borderline in the transition from peacetime operations to hostilities. Peacetime engagement also involves contributions to the general welfare. These involvements in domestic affairs are strictly limited by law reflecting our forefathers' fear of the intrusion of standing armies into civil life. Within the limits of the law, however, the Army provides disaster relief; support to civil authorities including counter-drug operations and assistance to civilian police forces in cases of major civil disturbances; flood control and navigation improvements; humanitarian relief following disasters; support to civic action programs; and support to national research and development programs. In each of these roles, soldiers are present—teaching, administering, helping—standing ready to remind all that the United States has made a tangible commitment to keep the peace.

The Army's Role in Hostilities Short of War

The Army's role in hostilities short of war is to gain control of the situation and restore peace. This type of action is particularly difficult since it involves the measured application of sufficient amounts of force. While foreign internal defense and antiterrorism operations are essentially noncombat activities, strikes, raids, counterterrorism, and direct action missions specifically involve combat activity. Also included in the Army's roles are guerrilla, counter guerrilla, unconventional operations, and certain phases of counterinsurgency operations.

In these hostile situations the moral character and the professionalism of our soldiers and leaders are severely tested, and an understanding of the purpose of the uses of force becomes critical. Although the American soldier is trained primarily for the violence of battle, he is also trained in the Law of War. These situations require frequent recourse to that Law as the soldier is required to discriminate between the enemy and noncombatants and to apply proportional force. The soldier must possess a sense of purpose that leads him, within these ethical bounds, to an unswerving pursuit of the national objectives while accepting the possibility of a conclusion of hostilities without a clear victor. In the process of controlling and terminating hostilities, the force available should be sufficient to ensure success.

The Army's Role in War

The Army's role in war is well established through hundreds of years of history. War is a destructive act and armies are one of the instruments of that destruction. As nuclear and chemical weapons proliferate and some nations continue to experiment with biological weapons, the dangers of combat remain undiminished. The proliferation of high technology weapons further increases the potential devastation of otherwise minor combat. The Army's role in war is to apply maximum combat power against the enemy center of gravity and through swift, synchronized joint and combined action to destroy the enemy's will to resist.

The Principles of War

Through long experience the Army has distilled a set of nine principles for the conduct of war. These principles are presented in detail in *Field Manual 100-5, Operations* and in *Joint Pub 3-0, Unified and Joint Operations* (Test Publication). Doctrinal tenets and imperatives are derived by the application of these principles to our era, thus producing a uniquely American way of war. As a result, there is always the continuing challenge to maintain appropriate doctrine to optimize military performance while keeping pace with changing political and technological conditions. The Principles of War endure through time even though their application varies according to the situation. They are likewise applicable in differing fashion at each of the three levels of war—strategic, operational, and tactical.

The Structure of Modern Warfare

The roles just described apply at the strategic, operational, and tactical levels of war. The nature of the following divisions distinguishes these levels from each other and influence the structure of modern warfare.

Strategy is the combination of objectives (ends), concepts (ways), and forces (means).

Strategic direction flows through three levels of strategy: national security strategy, national military strategy, and theater strategy. The President establishes the national security strategy. From this, the national military strategy is derived, setting the fundamental conditions for operations by providing strategic direction, establishing strategic objectives and tasks, apportioning forces, providing resources and imposing limitations on the use of force. Theater strategy addresses the employment of assigned and apportioned forces within a theater according to the strategic concepts directed toward securing the objectives of national and alliance policies.

Operations is the employment of military forces to attain strategic and operational objectives across the continuum of military operations through the design, organization, and conduct of campaigns and major operations.

Tactics is the art by which Army corps and smaller units translate potential combat power into victorious engagements and battles. Commanders win engagements and battles by moving forces on the battlefield to gain positional advantage over the enemy; by applying fires to facilitate and exploit that advantage; and by sustaining friendly forces. Victory and defeat in military campaigns may well hinge on the tactical actions of small units. Additional details are found in *Field Manual 100-5, Operations*.

Operational Art translates theater strategy into operational design and, ultimately, tactical action through the employment of joint, and service component forces with combined and interagency forces. No specific echelon of command is uniquely concerned with the operational art.

Chapter 3

THE ARMY's QUALITY

Introduction

The Army exists to defend the nation and its interests. Its primary aim is to achieve this defense through deterrence—posing the realistic threat of lethal action should it become necessary. The Army's strategic function is to provide trained and ready forces to support the combatant commanders.

The Army must always be able to demonstrate force readiness and versatility. The bedrock of these two qualities is leadership and training. Modern equipment and adequate resources to deploy and sustain the force are enabling components of readiness and versatility. These qualities are embodied in the Total Army and find expression through unified, joint, and combined operations.

The Soldier

The great strength of the Army is its soldiers. The American soldier reflects the diversity of our free society and provides unique capabilities to the Army endowing it with great potential. By nature, American soldiers have imagination, initiative, energy and compassion. They are competitive and want to be team players on a winning team. As a result of their diversity and their desire to excel, qualities they bring from the nation, they bond together readily into cohesive units.

Ultimately, the force readiness and versatility of our Army are products of the quality of the soldier. American soldiers have a long tradition of readiness, beginning with the Minutemen, and have consistently demonstrated that they can meet the challenges of modern warfare. When American soldiers are confident of their training and trust their leaders, they are capable of accomplishing the most difficult tasks.

Force Readiness

Force readiness is a state of mind and a matter of policy as much as it is trained soldiers and operational equipment on hand. The U.S. Army has long maintained a readiness posture which has enabled it to engage in operations on short notice anywhere in the world. While certain units must maintain the highest state of readiness, each must be ready for combat according to its assigned mission which may encompass worldwide options. Part of this readiness consists of being properly equipped and sustained. The formal processes by which the Army is equipped takes into consideration the wide range of requirements of places of employment; quantities for training in both active and reserve components, and production capabilities sufficient to meet wartime needs; compatibility among the services and between allies and friends; transportability by both man and machine; and user friendliness. An optimum balance among these requirements enables the Army to field truly versatile forces which can be deployed worldwide and be properly sustained at

any level of combat. The goals of force readiness give focus and purpose to the Army's day-to-day tasks and help inculcate an attitude of preparedness. This state of preparedness, the attitude and the reality behind it, must be visible to friend and foe alike. This visibility is the basis of deterrence.

Versatility

The only certainty of the future is that it will be different from the past. Many nations of the world are growing in military capability to include even the possibility of long-range missiles, nuclear weapons, and chemical and biological warfare agents. Relationships among nations are in flux. With all the uncertainties that these changes imply, it is essential that the Army continue to be a versatile force.

Versatility is the capability to cope with a wide range of tasks. It is an essential characteristic of the U.S. Army. While we may anticipate many of the places and circumstances in which the Army plausibly might be employed, it must always be ready and able to respond to any threat. That means that it must be structured and equipped to rapidly deploy forces, and further to sustain them at any place on earth. A versatile force will be able to adapt to the unexpected when it practices for contingencies in peacetime. The Army must be prepared to engage in combat and noncombat operations with the appropriate force structures, weapons and doctrines. It must be capable of fighting major wars and of operating successfully in a conflict arena where the response to the threat will vary from protective measures to hostilities. The noncombatant roles the Army performs in the continuum require no less attention and effort, since they may well suffice to keep conflict from occurring and escalating into war.

Consequently, the challenge of the present and of the future is to maintain and increase the versatility of the Army as an instrument of national

policy. Versatility can be achieved only by a force which possesses organizational adaptability and whose officers and soldiers demonstrate mental flexibility and professionalism in every sense of those words. A soldier's competence in waging war rests fundamentally on his education and training; the quality of his service in peace and war rests on his individual character; his flexibility to meet change in the world rests on his strength of character, competence, and vision of the future.

Leadership

The leadership necessary to achieve these goals of force readiness and versatility is the product of commitment to a long-term education and training program. The program rests on three pillars—formal education, professional experience, and self-development. The formal Army school system underpins force readiness in peacetime and in wartime to sustain the quality of deployed forces. In war, nothing is more important than leadership. In peacetime, leader development must have priority equal to any other program.

Interspersed with formal schooling, professional experience in Army units takes the form of hands-on learning and personal practice. This professional experience is the laboratory of leadership development. Professional experiences provide the opportunity to practice theory and integrate personal style and the counsel and advice of seniors, peers, and subordinates. In like manner each leader is personally responsible to develop the leadership abilities of his subordinates.

Lastly, self-development continues to be an important personal soldierly responsibility. It has been a major imperative for the greatest American military leaders. Many of the most successful leaders of the American Army were the products of self-development guided by a mentor. A passion for self-development is just as important for privates, NCOs, and junior officers as it is for senior

officers. It is vital that all our officers and NCOs mentor their subordinates in the profession of arms, seeking always to develop the ability to take the appropriate action on their own initiative in support of the commander's intent.

Major trends in military operations suggest that the exercise of individual leadership will become more prevalent than ever before, hence, the vital importance of leader development.

Training

Training is an intellectual and physical process. Both the intellect and the body must be trained but neither is of benefit when the moral commitment and discipline of spirit to understand rightly the purpose and necessity of training and consequent right actions are absent.

The credibility of any army is evident through its training. Unless the Army is well trained it will not have deterrent value and may instead invite challenges which it cannot meet. Critical to a meaningful training program are realistic standards. In the past, much of the soldier's training required little more than drilling, marching, and marksmanship. Fire and movement by squads and coordinated maneuver of larger units had to be learned on the battlefields at unreasonable cost in human treasure. We now have a system of training standards that increases progressively in skill and complexity. These standards must be enforced and constantly updated to produce soldiers and officers who speak a common military language and who can predict performance with a high level of certainty based upon successful training. This training, administered by dedicated professionals, sustains the process of providing quality soldiers.

Because the United States does not support large, standing military forces, large scale expansion has been required for every major war. To be

successful, this reconstitution of forces requires a broad base of competence in all ranks, as close an integration of Reserve Components as funds and training time allow, adequate war reserves and an expansible industrial base. Our ability to reconstitute larger forces is an essential element of our national security strategy. This is one of the greatest challenges to a versatile Army. It must be able to deal with the multiple, diverse requirements of peacetime engagement without losing sight of the demands of a conflict or major war.

The Total Army

The Constitution, interpreted in Title 10, United States Code, Section 3062, provides an Army which is made up of Active and Reserve Components. We know this force as the Total Army: The Active Army, Army National Guard, Army Reserve, and the civilian component. This force has an effectiveness far greater than the sum of its separate parts.

Total Army planning reflects active cooperation and affiliation between Active and Reserve Components. It increases the mobilization potential of the Army, and helps create the versatility required of an army tasked to expand at short notice to effect options required at any point along the continuum of military operations.

The Army historically cycles through periods of relative resource adequacy and resource constraint. In periods of relative plenty we have the obligation to take maximum advantage of the resources provided and make wise use of them. In periods of scarcity the tendency has been to shift to the Reserve Components those tasks and force structures not seen to be of immediate need. The Army must continually assess the balance of capabilities between the Active and Reserve Components. Reserve Component units must be trained and

equipped the same way as the active units with whom they will fight or whom they will support.

Civilian employees, a large and important part of the Total Army, occupy positions critical to the Army's missions. Only through the integrated efforts of dedicated civilians and soldiers can the

Army accomplish its mission and make the most effective use of its resources. Many officers and soldiers will supervise or be supervised by civilian employees sometime during their careers. Civilians and soldiers share the same sense of dedication and selfless service.

Chapter 4

THE PROFESSION OF ARMS

Introduction

The men and women serving in today's Army are members of a proud profession long in history and rich in heritage and tradition. Military service, over the long sweep of time, has been profoundly affected by great changes in human and scientific affairs—changes which have had dramatic impact on the nature and substance of the military professional's role.

The essential leadership traits (discussed in *Field Manual 22-103, Leadership and Command at Senior Levels*, and *Field Manual 100-5, Operations*) required of the military professional today are the same as those in the days of George Washington, Ulysses S. Grant, John J. Pershing, or George C. Marshall. Similarly, the fundamental principles of war that have guided the fighting man in battle have not changed. They remain essential principles for the American military.

Sound leadership and the principles of war alone cannot provide the foundation for the U.S. Army. Rather, leadership is built on trust, and trust is built on integrity. Leadership in war must be framed by the values of the profession—tenets such as Duty, Honor, Country—that are consistent with the larger moral, spiritual, and social values upon which our nation was founded. These larger values are truth, justice, honesty, human worth and dignity, fairness, equality, and personal accountability. These define the fundamental character of our nation and, to a great extent, that of the other democratic nations and of great civilizations of the

past. An army which springs from such a nation must reflect and be governed by those values.

Recognition of this linkage is formally affirmed in the Oath of Commission or Oath of Enlistment each soldier takes upon entry into military service. Each has pledged "to support and defend the Constitution of the United States." This oath, taken without reservation and regardless of personal sacrifice, is a formal and public recognition of the commitment to an ethic that distinguishes soldiers in American society. This oath is as real as the wearing of the Army uniform.

The American soldier represents a wide range of cultural backgrounds. That diversity and the associated values represented are important in the fabric of American life, but upon entering the military service the soldier is called upon to adopt the values of the military profession, a profession in the service of a democratic state.

The Army ethic consists of four professional values: Duty, Integrity, Loyalty and Selfless Service. Duty and Integrity are great moral imperatives which are also governed by the Uniform Code of Military Justice. The values of Selfless Service and Loyalty are governed by convention, tradition, and the character of the profession. When internalized and adhered to, these values promote mutual confidence and understanding among all soldiers and inspire the special trust and confidence of the nation. Soldiers must be of upright character, from the private on guard duty to the general officer testifying before Congress. To violate the Army ethic or to tolerate its violation is to dishonor the

profession and possibly compromise the nation's security.

The Army Ethic

Since the Army ethic is the informal bond of trust between the nation and its soldiers, the Army requires all its members to embrace and live it. The ethic applies in peace and war, to active and reserve forces, and to Department of the Army civilians. It sets the moral context for the Army in its service to the nation and inspires the sense of purpose necessary to sustain soldiers in the stress of combat and in the ambiguities which characterize conduct of military operations in conflicts when war has not been declared. From the high ideals of the Constitution to the brutal realities of combat, the Army ethic guides the way we must live our professional and private lives. It sets standards by which we and those we serve will judge our character and our performance. Each leader is personally accountable to ensure these standards are upheld.

Duty is doing what needs to be done at the right time despite difficulty or danger; it is obedience and disciplined performance. Duty is a personal act of responsibility manifested by accomplishing all assigned tasks to the fullest of one's capability, meeting all commitments, and exploiting opportunities to improve one's capabilities for the good of the group. Duty encompasses stewardship for the precious resources our Nation has entrusted us with—our soldiers, the bases and environment we live and work in, and the taxpayers dollars which fund our programs. At all levels of the Army, we must institutionalize the preservation of these vital assets. Duty requires each of us to accept responsibility for our own actions and also for the actions of those entrusted to our care. It requires the impartial administration of standards without regard to friendship, personality, rank, or other favoritism.

Integrity is the strong thread woven through the whole fabric of the Army ethic. It means steadfast adherence to a standard of honesty, uprightness, and particularly to the avoidance of deception. Integrity demands a commitment to act according to the other values of the Army ethic. It is the basis for the trust and confidence that must exist among members of the Army. Further, integrity is demonstrated, proven, and practiced by propriety in our personal lives. Integrity means that our personal standards must be consistent with the professional values we espouse. To compromise personal integrity means to break the bonds of trust inherent in the values of duty, loyalty, and selfless service.

Loyalty to the nation, to the Army, to the unit and its individual soldiers is essential. The oath we take requires loyalty to the nation and an obligation to support and defend the Constitution of the United States. Loyalty to the Army means supporting the military and civilian chain of command. This demands adherence to the spirit as well as letter of the lawful order. Loyalty to the unit is an expression of the obligation between those who lead, those who are led, and those who serve alongside the soldier. This obligation includes devotion to the welfare of one's comrades. It fosters cohesion and engenders a sincere concern for the well-being of fellow soldiers, thus producing dedication and pride in the unit.

Selfless Service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires. All who serve the nation must resist the temptation to pursue self-gain, personal advantage, and self-interest ahead of the collective good. What is best for the nation comes before personal interests. Soldiers who are self-serving cannot give full service to the Army or the nation. Selfless service, however, leads to teamwork and unity of effort on behalf of those whom we serve. Military service demands willingness to sacrifice, even to risk one's very life for the accomplishment of the mission.

Soldier Values

By instilling four values within each soldier and Army civilian we can strengthen the Army ethic. These four values are commitment, competence, candor, and courage.

Commitment means dedication to serving one's nation. Patriotism and esprit de corps are hallmarks of commitment. Serving with commitment may ultimately require a willingness to risk one's life in defense of our nation. On a daily basis, commitment to the unit is also important. Each of us is a member of a team which functions well only when all players execute their assignments. All members must be committed to working as a team and must realize that others depend upon them.

Competence is finely-tuned proficiency. Crews, squads, and sections can function effectively only if the members know their jobs, do their best, and have developed their abilities to the utmost. Thus, competence is a required element for success on the battlefield. The increasing complexity of our weapons and other systems demands a high level of proficiency. Competence is also important because when people are part of a unit composed of well-trained and dedicated professionals, they gain confidence, pride, and unit esprit.

Candor is honesty and fidelity to the truth. There is no time in combat to verify reports, question the accuracy of information, or wonder about the reliability of equipment. The stakes are too high, and time too short, to communicate anything but the full truth—mission accomplishment and soldiers' lives are at stake. Candor, however, goes beyond combat. Soldiers must at all times demand honesty and candor from themselves and from their fellow soldiers. Otherwise, we will not be able to live up to the Army ethic.

Courage is the ability to overcome fear and carry on with the mission. Courage makes it possible for soldiers to fight and win. American his-

tory is replete with examples of valor by brave soldiers who accomplished what seemed impossible. Ask them and they will tell you that they were just as afraid as the next soldier, but managed to overcome their fear. Courage, however, transcends the physical dimension. Moral and spiritual courage are equally important. It takes a different kind of courage to stand up for one's belief in what is right, particularly when it is contrary to what others believe is right. An important aspect of duty is the courage for each of us to persevere in what we believe is right and not tolerate wrong behavior by friends, peers, comrades, or superiors. Our professional ethic must not be compromised because of partiality toward rank, position, or circumstances. It takes moral courage to do the right thing, especially when we are tempted by opportunities to be self-serving or take ethical short-cuts. There is an aspect of courage which comes from a deep spiritual faith which, when prevalent in an Army unit, can result in uncommon toughness and tenacity in combat.

Esprit de Corps and Pride

A well-trained, well-led military force will develop pride and esprit de corps. From esprit de corps comes cohesion and bonding. Leaders foster cohesion by ensuring that soldiers understand the unit's mission and its importance in the larger picture of national defense. Leaders establish strong bonding with those entrusted to them by setting personal and professional examples of excellence and by unequivocal demonstration of their own commitment, competence, candor, and courage. Every unit makes its unique contribution to the Army and every unit's mission is important to the Army's success. A unit that has esprit knows its own worth and its value to the Army. When soldiers are motivated to do their jobs to the best of their ability because of pride in themselves, the mission will be accomplished and unit effectiveness will be multiplied. Pride as we demonstrate

loyalty, duty, selfless service, and integrity—the Army ethic—is essential to building unit esprit and to maintaining an effective fighting force.

In Summary

The Army's fundamental purpose is to deter war and if deterrence fails, to gain victory on the battlefield. To be able to deter war, the Army must maintain trained and ready forces, either forward deployed or capable of rapid deployment. In the event of major hostilities, rapid expansion by both Active and Reserve Components will be required.

The Army's role is to gain victory on the battlefield through the swift, overwhelming application of maximum available combat power. This destructive act must be focused so as to insure the stability of the peace which must follow. We must

at all times keep clearly in mind the ends for which we are fighting.

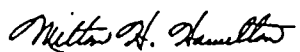
The Army may also be called upon to perform a variety of diverse missions in nonhostile environments. These tasks contribute to securing our national interests, promote the maintenance of peace, and require the same level of professional execution as demanded in a hostile environment.

The Army must be a value-centered institution with a moral justification rooted in the fundamental principles cherished by all free people, and manifested in the values stated in our Constitution. The Army must be composed of professionals who understand and practice the soldier values and who support individual values of courage, commitment, candor, and competence. The challenge facing the Army today is that somewhere, sometime, the success or failure of critical national policies will once again rest on the professionalism of well-trained, well-led soldiers. The Army of the United States of America must stand ready to meet that challenge.

By Order of the Secretary of the Army

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